



**State of Rhode Island  
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**Solicitation Information  
April 8, 2014**

<b>ADDENDUM # 1</b>
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**RFP# 7548607**

**RFP Title: Strategic Plan for the Executive Office of Health and Human Services**

**Bid Opening Date & Time: Wednesday, April 23, 2014 at 10:30 AM (Eastern Time)**

**Notice to Vendors:**

ATTACHED ARE VENDOR QUESTIONS WITH STATE RESPONSES.

NO FURTHER QUESTIONS WILL BE ANSWERED.

**David J. Francis  
Interdepartmental Project Manager**

*Interested parties should monitor this website, on a regular basis, for any additional information that may be posted.*

**Vendor Questions for RFP # 7548607 Strategic Plan for the Executive Office of Health and Human Services**

Question 1: In the RFP you indicate that The Technical Proposal is limited to ten (10) pages, exclusive of any appendices. Please confirm that the following documents are acceptable for appendices:

- a. Staff resumes
- b. Client References
- c. Detailed Work Plan

Answer to question 1: Yes, these documents may be included in an appendix.

Question 2: In the RFP you indicate that the contract duration is 1 year. Please confirm that the detailed timeline requested in the work plan may be a duration shorter than one year

Answer to question 2: Yes. EOHHS is required to submit a strategic plan with its FY2016 budget submission on October 1. Accordingly, although the complete strategic planning process may take up to a year, the development of the plan will need to be completed in a shorter time frame.

Question 3: Does EOHHS already have funding/budget for this project? If so can this information be provided to bidders?

Answer to question 3: We are unable to provide budget information to bidders.

Question 4: Would the successful bidder for this contract be excluded in any way from bidding on new opportunities that may arise from this strategic planning effort?

Answer to question 4: No, subject to standard RI procurement rules. (For example, if the strategic planning effort involved drafting another procurement vehicle, a vendor involved in drafting an RFP could not bid on that RFP.)

Question 5: Will there be an individual assigned from EOHHS to be the primary point of contact for the vendor to work with from an overall governance perspective? (Section 3: Scope of Work, p. 7)

Answer to question 5: Yes, the Associate Director for Operations.

Question 6: Is it EOHHS' expectation that the Strategic Plan will be completed and begin to be operationalized within a specific elapsed period of time within the first 12 months? If so, what are the timing expectations for completion of the Strategic Plan within the initial 12 months? (Section 3: Scope of Work, p. 7)

Answer to question 6: Our expectation is that the plan itself will be developed in time for it to be submitted along with the agency's FY2016 budget in October. Implementation of the plan will begin as soon as practicable.

Question 7: Given the technical proposal's 10-page limit, may client references be included within an appendix to the technical proposal? (Sections 4 and 7- item 3 -pages 9 and 12)

Answer to question 7: Yes, see question 1.

Question 8: Given the technical proposal's 10-page limit, may staff resumes/CVs be included within an appendix to the technical proposal? (Sections 4 and 7- item 3 -pages 9 and 12)

Answer to question 8: Yes, see question 1.

Question 9: Given the technical proposal's 10-page limit, may the Work Plan be included within an appendix to the technical proposal? (Sections 4 and 7- item 3 -pages 9 and 12)

Answer to question 9: Yes, see question 1.

Question 10: Does this mean 10 physical pages, thus 20 pages of text? (Section 7-page 12)

Answer to question 10: Ten total pages of text.

Question 11: Will the successful vendor be paid a monthly fixed fee equaling 1/12<sup>th</sup> the total shown in Appendix A?

Answer to question 11: Payment terms will be negotiated with the successful bidder. Vendors are required to submit invoices according to the hourly rates submitted in the cost proposal.

Question 12: The total in cell D13 on the Other Costs tab is counting rows with cost information instead of summing the total dollars included. Please update Appendix A.

Answer to question 12: A corrected Appendix A is attached.

Question 13: Appendix A is for a 12 month budget. If the contract is renewed for additional 12 month terms will the costs be negotiated at that time?

Answer to question 13: Yes.

Question 14: Please confirm that bidders are required to submit one (1) original and four (4) copies of the technical proposal and one (1) original and four (4) copies of the cost proposal, as well as one (1) “public copy” of the technical proposal and one (1) “public copy” of the cost proposal in accordance with the Notice to Vendors on RIVIP Certification Form page 1.(Section 7 and RIVIP Certification Form)

Answer to question 14: A public copy is not required.

Question 15: The RFP does not have a level of effort outlined for pricing. Would it be possible to provide one?

Answer to question 15: We are looking for vendors to recommend approaches (including levels of effort), based on their expertise and experience, to meet of the goals of the procurement.

**Question 16: Pg. 9, Section 4**

Are Rhode Island vendors given preference?

Answer to question 16: Vendors will be evaluated according to the criteria described in section 6 of the RFP.

**Question 17: Pg. 10, Section 5**

Is there an anticipated total cost budget for this RFP?

Answer to question 17: Please see question 3.

**Question 18: Pg. 11, Section 6**

What is the criterion for evaluating staff qualifications?

Answer to question 18: Staff will be evaluated based on their relevant experience, expertise, and availability for the project.

**Question 19: Pg. 12, Section 7,**

**Response Contents**

Does the 10 page limit for the Technical Proposal include resumes?

Answer to question 19: Please see question 1

**Question 20: Pg. 13, Concluding Statements**

The Terms and Conditions state we will need a certificate of authority from the Secretary of State to transact business in Rhode Island. Is this certificate required upon award or to be included with our proposal response?

Answer to question 20: The successful vendor must register with the RI Secretary of State's Office in order to transact business in RI.

**Question 21: Would the state consider providing a one week extension on the proposal due date?**

Answer to question 21: No.

Question 22: Does the state envision that this strategic plan will be strictly at the EOHHS level and be informed by existing departmental plans, or is it the intent to create a plan that provides details not only for EOHHS, but also for the individual departments?

Answer to question 22: The strategic plan is to be developed for the Executive Office itself, and should be informed by (and to the extent possible, coordinated with) the other four health and human service agencies. The scope of work of this RFP does not include developing a strategic plan for the other individual departments.

Question 23: In section 3, 4<sup>th</sup> bullet - please specify what type(s) of testing does the state envision to be part of this project?

Answer to question 23: “Testing” refers to evaluation of the efficacy of the interventions, strategies, and business processes developed as part of the plan.

Question 24: In section 3 - Please outline what is meant by “a framework that could be used to evaluate individual employee performance as it relates to the strategic plan.” Why is individual performance a focus area of this effort?

Answer to question 24: EOHHS believes that effective management of employees is a key success factor for implementation of the strategic plan. Vendors are encouraged to consider how the agency could develop processes and approaches to maximize the performance and development of our workforce.

Question 25: In section 3 under **Needs Assessment/Environmental Scan** currently reads that the strategic plan shall describe any expected or potential policy challenges and external pressures that *will* impact the programs administered by the Secretariat over the life of the plan, ....etc.(emphasis added). Given the prospective nature of this text, would the term “may” be more appropriate?

Answer to question 25: Yes, “may”, would be an appropriate alternative verb.

Question 26: In section 3 under **Needs Assessment/Environmental Scan**, item 2e - Does the comparison refer to the SWOT assessment in item 2d?

Answer to question 26: A SWOT assessment could be the vehicle for a comparison to other peer organizations, but is not the only possible format/framework for this comparison.

Question 27: Does EOHHS consider the successful bidder for the RI EOHHS Strategic Plan to be precluded from subsequent awards that may flow from or be related to the Strategic Plan?

Answer to question 27: Please see question 4.

Question 28: Does EOHHS currently have a strategic plan?

Answer to question 28: No. We have a set of goals and priorities listed at <http://www.eohhs.ri.gov/Home/GoalsandPriorities.aspx>

Question 29: Does the Rhode Island Governor's office currently have a strategic plan?

Answer to question 29: Information related to the Governor's policies and goals can be found at [www.governor.ri.gov](http://www.governor.ri.gov).

Question 30: Do the four departments that comprise EOHHS have strategic plans?

Answer to question 30: The four departments under the umbrella of EOHHS are each in different stages of developing their strategic plans. The Department of Health has completed its strategic plan. Each department's mission is also outlined in its authorizing statute and regulations.

Question 31: Does the scope of work for this RFP involve developing strategic plans for the four EOHHS departments?

Answer to question 31: See question 22.

Question 32: Does EOHHS expect the strategic plan, and all deliverables specified in the RFP, will be completed in one year?

Answer to question 32: See questions 2 and 6.

Question 33: Who is responsible for developing and distributing the Needs Assessment described on page 7 of the RFP?

Answer to question 33: The successful bidder will be responsible for developing and distributing the assessment as part of the scope of work.

Question 34: Is the 10% MBE participation mandatory for this project?

Answer to question 34: The successful vendor is subject to meeting that goal at the time of tentative award.

Question 35: Should we submit 1 original and 4 copies of the Cost Proposal as well as the Technical Proposal?

Answer to question 35: Yes.

Question 36: Does EOHHS anticipate that all agencies will be active participants in the strategic planning process?

Answer to question 36: EOHHS will involve key stakeholders and subject matter experts from DOH, DHS, DCYF, and BHDDH as appropriate. See also question 22.



Question 37: Does EOHHS have any existing documents that are pertinent to the strategic plan (e.g., materials that describe current/prior goals, performance measures, results, etc.)? If so, can these documents be provided to potential respondents?

Answer to question 37: The best source of information about EOHHS is the agency website (<http://www.eohhs.ri.gov/>). Additional information can be found in our annual budget submission and, specific to Medicaid, our most recently approved Section 1115 Demonstration.

Question 38: Does EOHHS have a Project Manager assigned to work as the consultant's day to day point of contact and guide?

Answer to question 38: See question 5.

Question 39: For purposes of planning for project startup, does EOHHS have any existing "work groups" or teams that have initiated work on the strategic plan?

Answer to question 39: Preliminary strategic planning discussions have begun at the senior staff level, and will continue. We also engage a number of external stakeholder/advisory groups (for RItE Care, statewide health reform, long-term care, the Medicaid waiver, etc.).

Question 40: In conjunction with development of goals and measures, does EOHHS need a technology solution to report on measures during first year of the project? Or, does EOHHS view this as possible future phase?

Answer to question 40: This RFP does not specifically look to procure a technology solution, although recommendations for such a solution may comprise part of the plan that is developed.

Question 41: Will doing this work preclude the vendor being able to do the implementation/follow-on work?

Answer to question 41: See question 4.

Question 42: Are they open to proposals that would package implementation with strategy consulting?

Answer to question 42: Yes, so long as the scope of work in the RFP is addressed, and the cost proposal clearly addresses that scope of work.

Question 43: Are they open to non-traditional or innovative financing mechanisms?

Answer to question 43: Vendors may put forward alternative payment methodologies for evaluation by the state; however, vendors must submit a cost proposal in accordance with Appendix A.